



30% Club Japan Nine University Heads Announce Commitment to Diversity in University Operations

February 13, 2024

As the leaders of the nine universities in the 30% Club Japan University Group, we hereby announce our commitment to diversity in university operations.

We believe that a diverse university community is essential for achieving high-quality education and research, and that women and gender minorities have the right to actively participate in higher education and research. Based on these two positions, the 30% Club Japan University Group aims to bring diverse perspectives to the management of universities.

All university leaders participating in the 30% Club Japan University Group hereby declare our commitment to pave the way to the realization of our goals by articulating specific targets for achieving diversity in the operation of our universities. We announce this commitment in the hope that, by widely publicizing the aspirations of university leaders, we can empower more people and promote gender equality in Japan and the world.

FUJII Teruo, President, The University of Tokyo (Chair)
NISHIO Shojiro, President, Osaka University
SASAKI Yasuko, President, Ochanomizu University
ITOH Kohei, President, Keio University
BANDO Mariko, Chancellor, Showa Women's University
TERUMICHI Yoshiaki, President, Sophia University
TAKAHASHI Yuko, President, Tsuda University
UEKI Tomoko, President, Doshisha University
USHIKI Tatsuo, President, Niigata University

(Signatories after the Chair are listed in Japanese alphabetical order by university name.)

30% Club Japan

<https://30percentclub.org/chapters/japan/>

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30% Club Japan

A commitment to diversity in university operations by a group of nine university leaders

About the 30%Club

■ What is the 30% Club?

We are a business campaign aiming to boost the number of women in board seats and executive leadership of companies all over the world.

More than 1,000 board chairs and CEOs across more than 20 countries have already signed up as members to deliver at least 30% female representation at both levels.

■ Our aim

We call on our members to commit to at least 30% female representation on their boards and executive leadership teams because this is the critical mass at which minority voices become heard. Our ultimate goal is parity.



From the 30% Club website
(<https://30percentclub.org/about-us/>)

What is the 30% Club Japan University Group?

■ The Goals of the University Group

Universities can contribute to the realization of gender diversity in many areas, including education, research, and contributions to society. To ensure that our institutions perform their roles appropriately, the 30% Club Japan University Group promotes gender diversity among the students, faculty, and staff of our universities.

To support 30% Club Japan's overall goal of increasing women's participation in corporate management, the University Group also aims to promote education and raise awareness on gender diversity in order to advance gender diversity in all areas in Japan.

(Excerpted from
the founding document of the University Group, 2020)



The Significance of Our Commitment

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Each University's Commitment





大阪大学
OSAKA UNIVERSITY

NISHIO Shojiro, President of Osaka University



1. The Challenges of Striving for Diversity in University Management

Osaka University has continued to address the needs of society under the motto, “Live Locally, Grow Globally.” Today, we are faced with a crucial need to create an open and broad-minded community and world that champions diversity and inclusion. To meet this need, we must take more revolutionary action than ever.

In order to leverage the abilities of diverse individuals, it is particularly a challenge to raise the percentage of female researchers . Thus, key issues involve increasing the percentage of women among upper management responsible for hiring and overcoming unconscious bias in both employment decision-makers and candidates.

2. Our Current Situation and Vision

The university announced the Osaka University Diversity and Inclusion (D&I) Declaration in September 2021 and proclaimed our commitment to reinforcing our efforts to nurture an environment where diversity is fully embraced and respected.

Based on the following initiatives, efforts towards diversity and inclusion are being accelerated.

1. Facilitate awareness-raising among all the staff and students of Osaka University and promote learning- and work-style reforms
2. Take a multifaceted approach to foster respect for diversity and facilitate inclusion
3. Offer university-wide support to women to achieve gender equality

3. Strategies for Achieving Our Vision and the President’s Commitment

Osaka University is strongly committed to raising awareness among its members. Specifically, mandatory e-learning training on unconscious bias, an attitude that impedes diversity and inclusion, is conducted for all university members, and a General Education Subject that allows students to learn about diversity, equity, and inclusion from various perspectives is offered.

Going forward, our goal will not only be to increase the percentage of female researchers but to also enhance diversity, equity, and inclusion at the university. We will lead Japanese society by striving to realize a campus where diversity, equity, and inclusion are embodied , and social justice and respect for human rights are core values .

4. Finally, a Word from the President!

I firmly believe that by realizing a campus that values diversity, human rights, and fairness , an environment will be created where individuals can use their abilities and skills to the fullest , and Osaka University will become a world-leading innovative university, a driving force for social transformation .

For that purpose, raising awareness is our top priority. By accomplishing the university's initiatives, Osaka University will pioneer the achievement of a gender-equal society in Japan.





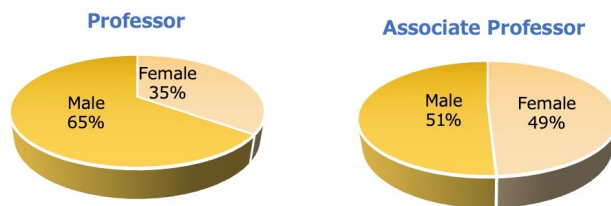
お茶の水女子大学
Ochanomizu University

SASAKI Yasuko, President of Ochanomizu University



1. The Challenges of Striving for Diversity in University Management

Ochanomizu University has generally maintained a high ratio of female professors and associate professors. However, in response to the growing social needs for radical transformation of science and technology in recent years, we are aiming to further increase the ratio of female professors and associate professors in the fields of science and engineering.



2. Our Current Situation and Vision

We aim to achieve a diverse and enriched work environment where everyone, regardless of gender, can work freely and engage in various sustainable researcher support initiatives, such as:

- We have on-campus support to assign research assistants for female researchers who are raising children.
- We provide temporary support for pregnant on-campus researchers who are pregnant, nursing, and/or involved in pre-school childcare.
- We have a special researcher system for female researchers to provide incentive to continue their research,

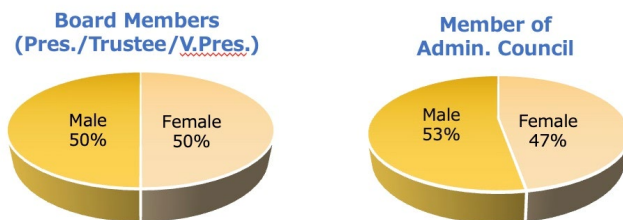
Please refer to the following for the overview and details of our support programs.

https://www.ocha.ac.jp/danjo/info/worklife_management_d/fil/worklife_management.pdf



3. Strategies for Achieving Our Vision and the President's Commitment

To realize our university's mission, which has been redefined in line with the modern social system while maintaining the objectives and mission handed down since our establishment, the President takes the leadership in organizational reform. For example, the President considers gender balance as a key factor when nominating the Trustee, Vice President, and External Board Members of the Administrative Council and promotes the search of a wide range of talented individuals.



Figures in ① and ③ are as of May1,2023.

4. Finally, a Word from the President!

Ochanomizu University's purpose and mission were redefined when it was incorporated as a national university in 2004 to be "a place where all women who are motivated to learn can realize their earnest dreams." This was an important milestone in our long history, and under this mission, we have undertaken initiatives to promote DE&I.

We are proud that our university's DE&I has become widespread due to the high ratio of female professors and board members compared to other universities, as well as providing strong support for our researchers.

However, today, which is known as the Anthropocene Era, global environmental destruction rapidly advances. Social issues are becoming globalized. The revolutionary transformation of science and technology represented by AI and quantum computers is unsettling people's daily lives. But I believe it is because we live in such an era that the pursuit of gender equality is meaningful.





ITOH Kohei, President of Keio University



1. Aiming for a Diverse Society

In *Shūshin Yōryō*, a compilation of Yukichi Fukuzawa’s moral codes, he writes: “The only way in which social life can continue is for each individual to keep unimpaired his or her own independence and self-respect as well as that of others. This may be done by respecting the rights and happiness of others while also seeking our own happiness and protecting our own rights.” Furthermore, he emphasized the importance of acting in a manner that recognizes one’s role in *jinkan kōsai* (society consisting of interactions among various people), and that many issues remain to be overcome in order to make this into a reality. Under the principle of “*kyōsei*”—inclusivity and collaboration—all members of the Keio University community will work together to find solutions to these issues.

2. Our Current Situation and Vision

While keeping in line with its founding mission to “become a leader for the whole society” by being a “source of honorable character and a paragon of intellect and morals,” Keio University will forge onward with the aim of realizing an inclusive and collaborative society in which people cooperate with each other, accept a variety of values, and pay equal respect to the dignity of oneself and others. In order to do so, the promotion of diversity, equity, and inclusion (DEI) at Keio was incorporated into its 2022–2026 Mid-Term Plan’s five pillars which guide its actions moving forward; moreover, the Office for Equity, Diversity, and Inclusion continues to play a central role in advancing institution-wide initiatives—encompassing the affiliated schools, undergraduate faculty and graduate schools, and university hospital—that address the areas of work-life balance, eliminating barriers for those with disabilities, and DEI to develop an environment and systems that respect these ideals.

3. Strategies for Achieving Our Vision and the President’s Commitment

The President is also actively involved in the promotion of the university-wide cooperative environment and DEI initiatives for all members of the faculty and staff, students, and school children. This includes:

- Fostering the creation of an environment that will serve as a base for deepening the knowledge of DEI and that makes Keio University a place where diverse ways of thinking are respected
- Advancing initiatives to close the gender gap, informed by global perspective
 - Assisting in environmental improvements, health and wellness support, and career development to actualize women’s success Promoting activities to deepen knowledge and understanding of DEI
- Planning and promoting Pride Commitment initiatives

4. Finally, a Word from the President!

Keio University is committed to its ideals.

Its mission is based on the writings of Keio’s founder, Yukichi Fukuzawa. Fukuzawa concludes his mission statement for the university with the hope that the members of the Keio community shall strive to be “leaders for the whole society.” To be a societal leader, a person needs to stand on the world stage and recognize the current state they and their country are in. They must define and do what needs to be done for themselves, their family and friends, their community, their country, and the world at large.

Keio University is a collective of students, alumni, and faculty and staff members who work together to achieve this goal. We are a group of independent and self-respecting individuals. We think for ourselves. We respect human dignity. That is why we listen carefully to other people’s ideas and value every perspective and way of life. While we are a group of people with different ways of thinking, we respect one another and thus develop true friendships, work together to enhance each other’s skills, and help each other when we are in need. We are people who grow as we learn the importance of our friends and realize the significance of our own existence. These ideals form the basis of our DEI initiatives for the whole institution.





1. Challenges of Striving for Diversity in University Management

The evolving global society of the 21st century, characterized by knowledge and diversity, is reshaping our social framework, leading to critical issues such as widening disparities, declining birthrates, aging populations, and environmental challenges. Addressing these issues and reforming society requires active participation of women, calling for the cultivation of an empowered new image of women.

To adapt to these changes, all faculty and staff need to enhance their educational, research, and professional skills, fostering collaboration. Moreover, urgent steps are needed to expand and improve the learning environment to cater to students from diverse backgrounds, including international students and working adults.

2. Our Current Situation and Vision

At Showa Women's University, the majority of our faculty members are women, and we prioritize appointing the most qualified individuals to management positions regardless of gender. Consequently, it is common for female faculty members to hold senior roles.

Moreover, we have implemented a research grant system to support ongoing career development for faculty members and are actively enhancing our research environment. Moving forward, we aim to further diversify our faculty by appointing foreign nationals and practitioner professionals.

On the educational front, SWU Career College offers programs tailored to support the lifelong careers of working women.

3. Strategies for Achieving Our Vision and the Chancellor's Commitment

We will continue to actively promote the appointment of female faculty and staff to management positions. Additionally, we will encourage both faculty and staff, irrespective of gender, to assume roles of responsibility from an early stage, fostering personal growth.

Similarly, we will actively create opportunities for students to take on responsibility and gain valuable experiences in classes and project activities, nurturing future female leaders.

Moreover, we will focus on increasing the enrollment of international and mid-career students to foster diverse and collaborative learning environments.

4. Finally, a Word from the Chancellor!

Girls, Be Ambitious!

Showa Women's University has adopted this slogan for its students. To change society, it is essential for each and every woman to be empowered and to continue to influence the world around her.

We are an educational institution that nurtures female leaders and drives women's success. Our faculty and staff believe that they should serve as good role models for students so that they are empowered to overcome challenges and obstacles in society.





TERUMICHI Yoshiaki, President of Sophia University



1. The Challenges of Striving for Diversity in University Management

Sophia University was founded by the Jesuits, a men's religious order headquartered in Rome. Although the university became coeducational in 1957, more than 20 years have passed since the percentage of female students has exceeded the majority, and our alumni are active not only in Japan but also in overseas countries. The university was founded by Jesuits of different nationalities (Germany, France, and England), and I feel that we must create a global one-campus that recognizes diversity in terms of gender, nationality, and religion, while continuing to carry on its traditions.

2. Our Current Situation and Vision

The percentage of female faculty members is now 38%, but that of female administrators has not yet reached 20%. However, the percentage of professors and associate professors both exceed 30%, so we believe it is essential to promote female leadership hereafter and to involve more members with diverse backgrounds in the decision-making process of the university as well as in its management.

3. Strategies for Achieving Our Vision and the President's Commitment

The "Grand Layout 3.0," our medium- to long-term strategic plan that includes our school corporation, has been implemented from FY2023, and among our commitments toward 2030, we have stated the promotion of DEI&B. Furthermore, in order to support young/female researchers who contribute to global society and for achieving a high level of sustainability, the university will announce an action plan designed to promote an environment in which all members can learn and work comfortably while respecting diversity and will execute our fiscal management plan in which to be formulated every year.

4. Finally, a Word from the President!

The word "magis" is a Latin word meaning "for the better" while diversity is truly the key concept for attaining what is better. "The better" can by no means emerge from an egoistic mindset. The mission of universities is to provide opportunities for encounters that allow people to appreciate differences and to discover new values as well as ideas.

Note: Statistical data are as of May 2023.





1. The Challenges of Striving for Diversity in University Management

University is the final chance for students to stretch themselves as far as possible before going out into the world. When we think about how students perceive themselves and what kind of landscape they see as they reconfigure this image, it is important to consider how many images of women there are on campus.

If the university is serious about helping women contribute to society, it is essential to increase the number of women faculty members and the ratio of women managers (both faculty and administration) to close to 50%, and to send a message to the women enrolled that this is a space that sincerely welcomes and empowers all women. In Japan, I feel that the major challenge is that we have not done this sufficiently.

2. Our Current Situation and Vision

Tsuda University has set the following goals to continuously improve the research environment for women.

- Increase the ratio of women researchers at the professor level to more than 50%.
- Increase the ratio of women researchers in the natural sciences to 33% or more.

The ratio of women researchers at the professor level exceeded 50% in 2018, 2020, and 2022, but was 48.4% as of April 1, 2023, so we will continue to aim for more than 50%. The ratio in the natural sciences exceeded 33% in 2017, but as of April 1, 2023, it was 30.8%, so we must aim for 33% or higher here.

3. Strategies for Achieving Our Vision and the President's Commitment

The aforementioned target for the ratio of women researchers is published as a message from the President on the employment information page of the official university website. We will continue to actively promote the appointment of women researchers to higher positions such as associate professor or professor in order to foster women leaders.

In addition, we are implementing support programs (such as the Research Support Staff Assignment Program, Research Start-up Support Program, and English Editing Subsidy Program) to facilitate a smooth return to research for full-time faculty members whose work has been interrupted due to life events or other reasons.

These programs are available to both women and men so that any researcher can take advantage of the support systems, regardless of gender.

4. Finally, a Word from the President!

When the founder of our school, Umeko Tsuda, tried to create an institution of higher education, women were not only forbidden from enrolling at the Imperial Universities, they were also denied admission into the old high school system. Until the mid-twentieth century, women were in such a situation. The founding spirit of the University was to make the kind of higher education offered at the old high schools and Imperial Universities of the time accessible to women.

In addition, before returning to Japan to set up a school, Umeko Tsuda established a scholarship program where she had been studying abroad. She had in mind the training of women who would follow in her footsteps. In other words, women leaders will not spontaneously emerge unless they are nurtured.

Tsuda University will continue to develop an environment that welcomes, empowers, and includes women, and will continue to produce women with vitality who can demonstrate leadership and create new trends in society.

FUJII Teruo, President of the University of Tokyo



1. The Challenges of Striving for Diversity in University Management

In UTokyo Compass, our basic policy announced in September 2021, we positioned diversity and inclusion among our core values. As a step toward the realization of those values, in June 2022 we announced the University of Tokyo Statement on Diversity & Inclusion (D&I). We are now striving to foster awareness and promote behavioral transformation among all students, faculty, and staff. From the viewpoint of gender diversity, the University of Tokyo has a particularly low percentage of women among our students and faculty—only about 20%. We are also keenly aware that there are very few women in higher positions, such as deans of our faculties and graduate schools.

3. Strategies for Achieving Our Vision and the President's Commitment

We have started a program to provide funding to our faculties, graduate schools, and other internal organizations for the salaries of female professors and associate professors based on the progress the organizations make in increasing female faculty. We also hold regular meetings with representatives from each organization gathering to share best practices and progress reports. To increase the number of women faculty members in senior positions, we are also strengthening programs that support career advancement and skill development for female researchers.

Our most important initiative started in 2023, when we began gender equity training to promote awareness reform among all university members. In addition to lectures for all executives, including myself, and for the deans of faculties and graduate schools, we are conducting follow-up sessions to continue deepening our understanding so that all members of our university community, including at the decision-making level, can work together to address these issues.

2. Our Current Situation and Vision

In the 2022 academic year, we launched the UTokyo Gender Equity Initiative #WeChange to develop female leaders. Our aim is to double the rate of increase in the percentage of female faculty members compared to the past decade, with around 300 of the 1,200 professors and associate professors to be appointed by the 2027 academic year being women. As of May 2023, the percentage of women among all faculty members was 17.6%; through this initiative, that ratio will be increased to 25% by 2027. We expect that, with more female researchers as role models, in the future a greater diversity of students will aspire to become researchers as well.

4. Finally, a Word from the President!

As President of the University of Tokyo, I feel it is my responsibility to ensure that people of all backgrounds, whatever their gender, nationality, or disability, can play active roles in our institution and make the best of their abilities in their own ways and without worry. UTokyo cherishes creation through dialogue as well as diversity and inclusion, and we aim to create a university that anyone in the world would want to come to. Although four of our ten executive vice presidents now are female, the percentage of women among our students, faculty, and deans of faculties and graduate schools is still extremely low, creating a very abnormal situation. Japan's gender parity is insufficient compared to the rest of the world, and the University of Tokyo is determined to continue making every effort to enable more women to play active roles.

UEKI Tomoko, President of Doshisha University



1. The Challenges of Striving for Diversity in University Management

Doshisha University sets the following four central issues for diversity promotion.

- ① Gender equality and life support
- ② Multicultural coexistence and international understanding
- ③ Support for people with disabilities
- ④ Raising awareness about SOGI

In addition to devising and implementing concrete measures for the above four central issues, we regard it important to collect and analyze data related to diversity for visualization of the current status, to further promote diversity, and to develop a diversity mindset in students, faculty and staff.

3. Strategies for Achieving Our Vision and the President's Commitment

In April 2021, we established the Diversity Promotion Committee under the direct control of the President for analysis, improvement and working on measures concerning diversity promotion at the university-wide level. While each section of the university should be responsible for identifying and improving their individual issues in diversity promotion, cross-sectional issues need to be solved in coordination between different sections. At Doshisha, the university-wide Committee serves as a hub for activities promoting diversity in multiple areas including student support,

education, research and international activities. We have also added diversity promotion in our checking for internal quality assurance, examining the effectiveness of the initiatives and taking measures to improve problems and enhance our strengths.



2. Our Current Situation and Vision

In accordance with the “Doshisha University Diversity Statement” declared in March 2021, we are currently promoting diversity through the following initiatives:

1. Aiming to promote a campus environment where members of the university community coming from diverse backgrounds can learn and work together, regardless of nationality, gender, disability status, sexual orientation, gender identity, language, culture, religion, ideas, and beliefs.
2. Aiming to create an inclusive environment that ensures equal opportunity for all members of the diverse Doshisha community to fully demonstrate their individual abilities in education, research and other areas of activity.
3. Providing systematic support to those who require reasonable accommodation, and in so doing, promoting the development of understanding of the necessity of removing social barriers.
4. Promoting activities to raise awareness of the importance of diversity so as to cultivate individuals with a mindset that respects the human rights of every person.

See the full text of the Diversity Statement [here](#)



4. Finally, a Word from the President!

Among the quotes left by our founder Joseph Hardy Neesima, the one that has a particularly strong meaning for all who have studied or worked at Doshisha is “each and every person is precious,” a quote from his speech commemorating the 10th anniversary of foundation of Doshisha. We have been upholding these words of Neesima as an important foundation of our university management since long before the United Nations pledged to ensure “No one will be left behind” in their SDGs policy.

A university must offer an environment where everyone’s diverse views are respected, and needs to develop in the members of its university community the ability to understand and coexist with others who have different backgrounds and values and to develop new creative ideas out of such differences.

We will further continue to enhance our efforts to create a diverse and inclusive campus where people of different backgrounds and circumstances coexist and shine as their individual selves.



1. The Challenges of Striving for Diversity in University Management

- **Important considerations in university administration**
 - **Multi-faceted management strategy** through co-creation with diverse stakeholders
 - **Smart and flexible administrative operations** that allow for trials and failures
 - **Diverse managerial talent** that embodies our philosophy “*autonomy and creativity*”
- **Challenges**
 - How to find and secure diverse talent and nurture managerial talent at NU
 - How to develop a system to nurture hybrid talent who can align their qualifications as researchers with qualifications needed for university administration

2. Our Current Situation and Vision

- **What are the challenges for NU in practicing *university administration that embraces diversity*?**

Robust and resilient administration underpinned by diverse talent for creating a university that continues to evolve while adapting to social changes

- **Current status**
 - NU's basic policy for financial administration (NU financial initiative)
 - NU's personnel policy (ensuring diversity, making fair and strict evaluations, nurturing managerial talent)
- Note: Women account for 18.0% of management at NU

3. Strategies for Achieving Our Vision and the President's Commitment

- **NU Vision 2030**
Target 6-1 under the vision of Management and Organization Reform: Building a vibrant university organization
(i) Invigorating the organization and personnel by promoting DE&I and ramping up personnel and payroll management
- **Diversity Statement**
“... committed to promoting diversity and inclusion, including gender, sexual orientation and gender identity, age, nationality, religion and disability. Regardless of any differences, each member will work together, will respect each other while fulfilling their abilities and individuality, and will establish an environment where knowledge can be created, developed, and shared.”
- **Concrete measures to secure diverse talent**
 - The female researcher “flourishing” plan, plus measures to increase the number of female professors (with the use of “personnel points”)
 - The “swing-by” program for young faculty members (bulk hiring and training)

4. Finally, a Word from the President!

NU is one of the largest comprehensive universities on the Sea of Japan's coast side of the Japanese main island of Honshu. While being rooted in the local community and promoting co-creation with it, NU aims to deliver future-oriented, world-class education and research.

To this end, it is vital to promote diversity, equity, and inclusion (DE&I) on the campus.

This remains a challenge, but we are committed to achieving this goal through a step-by-step approach, by taking various initiatives while raising the awareness of the faculty and staff.

